



# **Stanislaus County Children and Families First Commission Executive Summary for Strategic Plan 2000-2005**

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## **STANISLAUS COUNTY CHILDREN AND FAMILIES FIRST COMMISSION EXECUTIVE SUMMARY OF STRATEGIC PLAN**

### **Establishment of the Stanislaus County Children and Families First Commission**

On December 8, 1998, the Stanislaus County Board of Supervisors established the Stanislaus County Children and Families First Commission following November, 1998 voter approval of Proposition 10. In the summer of 1999, the Board of Supervisors completed its appointments to the nine-member Commission.

The Commission is committed to blending Children and Families Act funds, wherever possible, with other funds to form partnerships to maximize services and minimize program duplication and administrative costs. In addition, the Commission is committed to administering a plan that reflects the community's priorities for the target population, i.e., children from the time of conception through age five.

### **Adoption of a Vision Statement, Mission Statement, Guiding Principles, and Strategic Results Statement**

The Commission adopted a Vision Statement, a Mission Statement, Guiding Principles and a Strategic Results Statement in February, 2000.

#### **Vision Statement**

(Based upon the California Children and Families Commission Vision)

All of Stanislaus County's children will thrive in supportive, nurturing and loving environments, enter school ready to learn, and become productive, well-adjusted members of society.

#### **Mission Statement**

The Stanislaus County Children and Families First Commission shall promote the development of county-wide integrated and comprehensive services that enhance the intellectual, social, emotional, and physical development of children. Integrated services include health care, quality childcare, parental education and effective prevention services. Services will be provided on a community-by-community basis and directed to families and their children (prenatal to five years of age). Programs will be presented in culturally proficient, consumer-oriented and friendly environments. The Commission will ensure that services are organized and represented to maximize the community's resources and designed to produce measurable results.

### **Guiding Principles**

- The efforts of the Stanislaus County Children and Families First Commission benefit ALL children in the community.
- The decisions and priorities determined by the Commission reflect and are validated by the community.
- Services provided through the efforts of the Commission produce measurable results.
- The Commission's efforts build capacity, integrate programs and maximize services while minimizing overhead and bureaucracy.
- Commission efforts enable easier access to services by the community.
- Commission efforts increase the cultural competence and appropriateness of services within the community.

### **Strategic Results**

1. Improved Child Development: Children Learning and Ready for School
2. Improved Systems for Families: Integrated, Accessible, Culturally Appropriate Services
3. Improved Family Functioning: Strong Families
4. Improved Child Health: Healthy Children

### **The Strategic Planning Process**

In January, 2000, the Commission contracted with the Stanislaus County Chief Executive's office to have the Renaissance Consulting Group prepare the Commission's Strategic Plan in conjunction with work that had begun in August, 1999 on the Renaissance 2000 Project for the Board of Supervisors.

The Renaissance Consulting Group analyzed three funds, i.e., the Children and Families Act funds, the Welfare-to-Work Incentive funds, and the Tobacco Settlement funds to determine how they might be invested, blended, and distributed in order to maximize services. The strategic planning consultants solicited input from representational groups from a cross-section of Stanislaus County residents over an eight-month period of time. This was done to ask the community its perceptions of the most compelling needs and how the three new funds might be invested to address the needs. The information from the community directed and shaped the development of the Strategic Plan.

During the course of the community input segment of the strategic planning process, community residents who participated in facilitated sessions of representational groups contributed 3,108 ideas. These ideas comprise an Idea Bank included in the Appendices to the Stanislaus County Children and Families First Commission Strategic Plan. In addition, County residents contributed 65 written funding suggestions in the form of completed Idea Forms, along with 71 funding suggestions made via letters, email and telephone calls. Tables of Contents for a.) the written Idea Forms, b.) the letter and email suggestions; and c.) the telephone suggestions, along with a half-page summary of each suggestion, are included in the Appendices to the Strategic Plan. The complete text of Idea Forms, letter and email suggestions, and telephone suggestions will be available on computer disk in the fall of 2000 from the office of the Stanislaus County Children and Families First Commission and the Stanislaus County Board of Supervisors. The Stanislaus County Children and Families First Commission expects that the ideas represented in the Idea Bank, the Idea Forms, and the summaries of funding suggestions made by letter, email, and telephone will be useful not only to the Commission and the Board of Supervisors but also to many organizations, private and public, for planning purposes for several years into the future. This information may be the first such repository of ideas for improving the quality of life from such a representational sample of County residents in the history of Stanislaus County.

### **Community Priorities**

The community contributed funding ideas and then patterned the ideas into common themes and prioritized them. From this process six priorities emerged as the most compelling needs in the County. They were, in order: 1.) Childcare and Child Development; 2.) Transportation/Public; 3.) Jobs/Economic Development; 4.) After-School Activities/Programs/Recreation; 5.) Housing/Infrastructure; and 6.) Health and Health Care.

### **Strategic Directions**

There are 10 strategic directions:

1. **STRATEGIC RECOMMENDATION #1-A<sup>1</sup>. FOCUSING ON CHILDCARE AND CHILD DEVELOPMENT FROM BIRTH TO AGE FIVE.**
  - a) With integrated **Parental Education and Support**,
  - b) With integrated **Early Childhood Health Programs, Behavioral Health and Recovery Services Programs**, and provisions for sustaining **Healthy Starts**.
2. **STRATEGIC RECOMMENDATION #2-A. ENDOWMENT FOR CHILDREN AND FAMILIES FIRST** – with (or without) securitization, revenue

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<sup>1</sup> There were three sets of recommendations prepared by the Renaissance Consulting Group. The first set, pertaining to the Children and Families Act funds, are each designated by "A".

based on “new” rather than “old” birth data, and, preferably, 97% rather than 80% state distributions.

3. **STRATEGIC RECOMMENDATION #3-A. SECURITIZATION FOR CHILDREN AND FAMILIES FIRST FUNDS** – if at all possible, this is a high priority.
4. **STRATEGIC RECOMMENDATION #4-A. A STRONG FORMAL ADVISORY COMMITTEE** – distinguished, broad-based, ethnically diverse, relatively large, with strong powers, and possibly appointed by the Supervisors (if requested).
5. **STRATEGIC RECOMMENDATION #5-A. AN EARLY CHILDHOOD COMMUNITY FOUNDATION OF STANISLAUS COUNTY** – if at all possible.
6. **STRATEGIC RECOMMENDATION #6-A. MASTER CONTRACTS** – with key partners and covering all key functions.
7. **STRATEGIC RECOMMENDATION #7-A. STAGE 1 (“PILOT” OR “EXPERIMENTAL”)→STAGE 2 (“PROMISING” OR “INNOVATIVE”)→STAGE 3 (“PROVEN” OR “DEMONSTRATION”) PROGRAMS** – with partnering and some mini-grants.
8. **STRATEGIC RECOMMENDATION #8-A. FACILITIES AND ONE-TIME, SERVICE-ENABLING MONIES** – and partnering.
9. **STRATEGIC RECOMMENDATION #9-A. REGULAR CONSULTATION WITH THE STANISLAUS COUNTY BOARD OF SUPERVISORS** – quarterly?
10. **STRATEGIC RECOMMENDATION #10-A. EVALUATION THAT INCLUDES GEOGRAPHIC INFORMATION SYSTEMS ANALYSES (GIS)** -- as well as “Funding by Comparative Outcomes” and “Funding by Earnback Formula”.

### **Research and Evaluation**

The Stanislaus County Children and Families First Commission is committed to supporting research essential to improving and expanding services to children age 0 – 5. In addition, the Commission is committed to funding programs, initially and on an ongoing basis, based on performance.

The Commission will contribute to the development of a community-wide database designed to meet the needs of service providers, private and public, in Stanislaus County. At present, much program documentation is done to meet compliance requirements of the state and/or federal governments and/or private foundations but is of little use for descriptive or analytical purposes by and among service providers in the County. By contributing to the building and maintenance of this community database, the Commission

is accepting partial responsibility for bridging the organizational and financial splintering that characterizes most programs for children age 0 to 5.

The Commission will require on-going, performance-based evaluation of all programs funded. The Commission will make initial funding grants through master contracts with proven program providers. In addition, the Commission will initiate a three-stage funding process to sponsor experimentation, foster development of successful programs, and provide long-term funding for model programs.

### **Allocation and Management of Fiscal Resources**

The Stanislaus County Children and Families First Commission anticipates annual projected revenue of \$7,200,000 for Fiscal Year 2000-2001. The section of the Strategic Plan on the "Allocation and Management of Fiscal Resources" contains the full text of a five-year budget for the Commission. Highlights of the budget are summarized below.

- **Securitization.** The Stanislaus County Children and Families First Commission will securitize funds, if possible.
- **Endowment.** The Stanislaus County Children and Families First Commission will create an endowment. The endowment will include funds already accumulated by the Commission; and, if securitization is possible, the endowment will include securitized funds. If securitization is not possible, the Stanislaus County Children and Families First Commission will take \$3 million annually from state distributions to add to accumulated funds until the endowment reaches \$30 million.
- **Disbursement for Programs.** The Stanislaus County Children and Families First Commission will disburse funds differently based upon whether a securitized endowment is created or an endowment is accumulated more gradually by adding \$3 million of the state allocation to it each year. In the first case, the Stanislaus County Children and Families First Commission will disburse 75% of the interest income for programs annually. In the second case, the Commission will disburse revenue from the state allocation less \$3 million.
- **"Proven" or "Demonstration" Programs.** The Stanislaus County Children and Families First Commission will designate approximately 84.2% of annual funds after securitization and endowment to fund "Proven" or "Demonstration" projects through "master contracts". One demonstration program will be an Early Childcare Program with (a) integrated parental education and support programs and (b) integrated child health programs, behavioral health programs, and Healthy Start programs. Another demonstration program will be a Specialized Early Childcare Program. There also will be an Infant Database Program and a One-Time Facilities Program.
- **"Pilot" or "Experimental" Programs.** The Stanislaus County Children and Families First Commission will designate approximately seven percent (7%) of annual funds after securitization and/or endowment to fund "Pilot" or "Experimental" programs. Some of these will be in the form of "mini-grants" of \$250 - \$2,500.

- **Administration.** The Stanislaus County Children and Families First Commission will designate approximately 2.1% of annual funds after securitization and/or endowment for administration.
- **Evaluation.** In addition to 5% for evaluation in every program contract, the Stanislaus County Children and Families First Commission will designate 2% of annual funds for evaluation. This will include expenditures for Geographic Information Systems Analysis (GIS) and enhanced database capabilities with respect to children from conception to the age of the five.
- **Reserve.** The Stanislaus County Children and Families First Commission will create a reserve of approximately 4.7% of annual funds after securitization and/or endowment.
- **Years 2-4.** The budget for Years 2 through 4 reflects a decrease of the reserve and an increase for “Pilot” or “Experimental” programs, as well as for “Promising” or “Innovative” programs.
- **Year 5.** The budget for Year 5 reflects an increase in funds directed toward evaluation as Year 5 will be the end of funding cycles for master contracts.